

RSB Equitable Hiring Strategy 2022-2027

OBJECTIVE

To ensure equitable hiring practices are undertaken over a five year period in the Research School of Biology to develop a workforce that is representative of the Australian population and embraces diversity and inclusion.

BACKGROUND

The [CoS Diverse and Equitable Hiring and Workforce Development](#) Guideline requires all schools, institutes and centres to develop an equitable hiring strategy that identifies demographic gaps and encourages hiring and retention practices that remove employment barriers and address underrepresentation. The guideline aims to balance the proportion of women at all levels in all staffing categories to parity by 2030. However, the guideline also encourages areas to look beyond a binary view of gender to raise awareness of diversity and address underrepresentation more broadly.

CURRENT WORKFORCE DEMOGRAPHICS

To help identify underrepresentation across the workforce, a report from the Human Resources Management System (HRMS) with deidentified data for RSB was provided on 15.09.2022 by CoS HR and are available on the Intranet [here](#).

It was identified that the RSB is quite well placed in terms of gender across the School. For academic staff there is parity in levels A-D, however there is a significant gap in Level E. The RSB is culturally diverse from the perspective that 50% of the School were born overseas (compared to 29% of the Australian population who identify as being born overseas).

The school qualitatively recognises underrepresentation of women, people who identify as LGBTQIA+, people who identify as Black, Indigenous or Person of Colour (BIPoC), and people with disability.

ACTIONS TO ADDRESS UNDERREPRESENTATION

Hiring managers must select some actions from each section of the table below to include in a recruitment process. These actions must be listed under the heading 'Diversity' on the job card in ANU Recruit. Listing actions in the job card allows the delegates (usually the RSB School Director and School Manager) to monitor and report on the adoption and success of this equitable hiring strategy.

Initiatives	Actions	Success Measures	Responsibility or Approvals Required
1. Recruit equitable recruitment and retention practices	1. A. Mitigating unconscious bias. <ul style="list-style-type: none"> i. All supervisors and managers encouraged to complete unconscious bias, disability awareness and LGBTIQ+ Ally training. ii. All members of Selection Committee encouraged to complete unconscious bias training prior to shortlisting. iii. Hiring Managers to discuss possible unconscious bias, and methods to mitigate this, with the Selection Committee members at all stages of the recruitment process. iv. HR to encourage Hiring Managers to read applications from underrepresented groups first. Hiring Managers to also encourage same of Selection Committee member v. Consider separate shortlists for gender or a balanced shortlist as appropriate. 	<p>Increase in the number of supervisors and managers completing unconscious bias, disability awareness and/or Ally training.</p> <p>Maintain parity in female appointments across RSB particularly under male supervisors. Increase parity in Level E academics.</p> <p>Statement in the Selection Committee report acknowledging that unconscious bias has been managed throughout the recruitment process.</p> <p>Increase in the number of job cards and Selection Committee reports containing methods to manage unconscious bias.</p>	<p>i. – v. Chairs of Selection Committees (SC)</p> <p>iv. also CoS HR</p>
	1. B. Hiring Managers to make an effort to advertise vacant positions outside of the ANU. <p>Unconscious bias is far more prevalent when a supervisor makes an appointment without advertisement. Between July 2018 and July 2022, 60% of RSB roles were filled by appointment without advertisement.</p> <ul style="list-style-type: none"> i. Commitment to broad advertisements to mitigate biases, increase transparency of process and access wider pool of diverse applicants outside of the ANU. 	<p>An increase in the number of vacant positions that are advertised.</p>	<p>Hiring Managers</p>

	<p>Hiring managers should advertise vacant positions outside of ANU.</p> <p>ii. Position Descriptions should be phrased as broadly as possible.</p>		
	<p>1. C. Encourage gender and culturally diverse candidates to apply for advertised positions.</p> <p>Between 2018 - 2021, 28% of advertised roles were filled by word of mouth. This is the largest method of attraction for RSB and has proved to be an effective way to expand the candidate pool. However, the individuals we contact are influenced by our unconscious bias, furthering a lack of diversity.</p> <ul style="list-style-type: none"> i. Contact skilled individuals from diverse backgrounds in the respective area, discipline or industry and encourage them to apply. ii. Consider additional advertisement through diverse and non-traditional communication channels, e.g. social media; discipline-specific organisations, associations & fora; networks of underrepresented groups (e.g. WOMEESA, IAGD); use appropriate Twitter hashtags (e.g. #BlackInScience #WomenInScience, #LatinasInScience, #DisabledInScience, #WomenInSTEM) iii. Use of job boards such as Toozy and Disability Employment Service providers to attract more applicants with disabilities where appropriate iv. Formally encourage candidates to submit a diversity statement with their application. v. Formally encourage "Relative to opportunity" statements vi. Sider advertising identified positions for underrepresented groups in School areas with greater imbalance. 	<p>An increase in the number of non-traditional advertisements through word of mouth and/or social media.</p> <p>An increased external visibility as an employer striving to be more Inclusive In hiring</p> <p>Increasing retention and hiring of people with diverse backgrounds</p>	Hiring Managers
2. Continue working on & maintaining gender parity	<p>2. A. Use gender neutral language in job advertisements.</p> <ul style="list-style-type: none"> i. Commitment to gender neutral language in advertisements and communication with potential candidates 	<p>Consistent used of gender-neutral language in all advertisements and communications.</p> <p>Strengthen feminine coded language on typically male dominated roles or where there is a significant gap (for instance Level</p>	Hiring Managers

		E academics, IT Technical & Research positions). Hiring managers to request that HR use a gender decoder on their job advertisement.	
	2. B. Use identified female identified only positions RSB has had great success in the use of female identified academic positions in 2022 (7 of 8 hires). These measures are needed to close the gender gap within the School. i. Advertise female identified academic and professional positions as required to maintain parity or where gaps are identified	Positions to be advertised as female identified only positions where gaps are evident	Hiring Manager, School Director
	2. C. Close the gender gap in academic Level E positions i. Level E academics actively mentoring level C and D academics to be promotion ready.	Increase towards parity in gender gap of level E academics.	School Director (D3 Delegate)
3. Recruit and retain greater cultural diversity	3. A. Job advertisements should promote our culturally diverse workplace ii. All advertised positions must use the advertisement template provided by CoS HR, which outlines the assessment process and includes specific wording around reasonable adjustments iii. Include communication concerning the availability of funding for international applicants that are not supported by ANU's central Job Access Employment Assistance Fund	An increase in the number of candidates asking for support through the recruitment process and/or on commencement.	Hiring Manager and Selection Committee members
	3. B. Have culturally diverse selection committees. Hiring managers are already required to have gender balance on their selection committee. Hiring managers should ensure their committee is also culturally diverse. i. Hiring managers must ensure their committee is diverse beyond gender and background balance when appropriate ii. Every member on the panel broadens the diversity of the committee	Broad diversity across Selection Committees. An increase in the number of Hiring Managers and School members completing disability, LGBTQ+ and cultural awareness training.	Hiring Manager

MEASURING PERFORMANCE

RSB will provide an annual review each November at the CoS Executive Committee. This review will track the success of recruitment and retention actions outlined in this strategy. The review will report on:

- workforce demographics,
- our progress in closing identified gaps,
- whether the School is on track to meet strategic goals,
- whether any attraction, recruitment, selection or retention methods will be amended to help the School close identified gaps.